



COMMITTED TO YOUR HOME COMFORT

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July 17, 2014

Office of the Massachusetts Attorney General

Attn: Antitrust Division

One Ashburton Place, 18th Floor

Boston MA 02108

Dear Sir or Madame,

My name is Leonard Bicknell. I own and operate the Alvin Hollis Co, a 143 year old company located in South Weymouth. I am a lifelong South Shore resident and all of my sixty employees live locally as well. South Shore Hospital has always been my family's hospital: we trust them with all of our medical needs, we support them financially, and I have served in their governance system, currently as a board of director of South Shore Health and Education Foundation.

It is my conviction that the proposed merger with Partners Health Care is essential for South Shore Hospital to maintain the quality of its care and to continue to build its programs of excellence. The health care marketplace is rapidly transitioning from fragmented episodic care to integrated managed care. This new model of health care will produce better outcomes at lower cost. But it requires a different business model than the current sickness based model. The So Shore needs additional primary care doctors as a first step. These primary care doctors need to build their practices around the "medical home" concept which will help manage sickness and support wellness, and utilize clinical talent most efficiently. All physicians and caregivers in the region must be on a single Information Technology platform. They all must collaborate in a clinical integration model of care. In this new business model, the hospital plays a diminished role, but it is the only enterprise positioned to build it. South Shore Hospital can not build this system of care by itself. The investments required for IT and physician recruitment are daunting. Only through the proposed merger with Partners Health Care can we realize our vision.

I believe the Attorney General's office has done an adequate job in addressing the concerns raised by the Health Policy Commission about this merger. Please allow the merger to close so the residents of the South Shore can begin to build this new health care model.

Sincerely,

Leonard Bicknell
President